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 **ORGANIZATIONAL CONSULTING & RESEARCH**

**(MANA 5334 - 001 – SPRING 2018)**

Professor: **Dr. Wayne S. Crawford, Ph. D.**

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Office Location: COBA (Business building) Suite 212

Office Phone: (817) 272-3855

Office Hours: Tuesdays 2:00 PM – 5:00 PM, and by appointment

Class Location: COBA 253

Class Time: Mondays 7:00 PM – 9:50 PM

Faculty Profile: <https://mentis.uta.edu/explore/profile/wayne-crawford>

**COURSE DESCRIPTION**

This is a ***project-based*** course designed to provide graduate students field experience in applied organizational research and consulting. You are enrolled in a course that is different from any that you have ever taken. Your primary course assignment will be to work with a real organization to solve a real management problem. You will be working for them, possibly at their location, and dedicating a significant amount of time outside of class to your project. You are expected to deliver quality results and take a professional approach to your work.

Part 1 of this course focuses on the organizational research and consulting process. Through readings and seminar discussion you will be introduced to applied organizational research. This will include developing hypotheses, research design, and data collection methods along with an introduction to the process of organizational consulting. Part 2 of this course focuses on applied project work. This is a major field project that requires you to develop a client engagement and perform consulting services for the client. You will gain practical knowledge in developing client relationships, contracting, research design, data collection, analysis and feedback. A complete written report and presentation will be delivered to the client at the end of the project.

**LEARNING OUTCOMES**

Upon completion of MANA 5334 students will be able to:

* Understand organizational research process through an applied project.
* Demonstrate skills in developing hypotheses and research designs appropriate for hypothesis testing.
* Demonstrate ability to collect original quantitative / qualitative data in organizational research.
* Present research on a complex organizational issue through a presentation and written report.
* Develop a ***professional approach*** to working with research / consulting clients.

**REQUIRED TEXT**

Block, P. 2011. Flawless Consulting: A Guide to Getting Your Expertise Used. 3rd edition. San Francisco, CA: Jossey-Bass & Pfeiffer.

Amazon link: <https://www.amazon.com/Flawless-Consulting-Guide-Getting-Expertise/dp/0470620749>

 Knaflic, C. N. 2015. Storytelling with Data. 1st edition. Hoboken, NJ: John Wiley & Sons.

Amazon link: <https://www.amazon.com/Storytelling-Data-Visualization-Business-Professionals/dp/1119002257>

Course Note: Additional articles and cases may be assigned during the semester. Notice of these will be provided well in advance of the class in which they will be discussed.

**GRADING:** Course components will be scored as follows:

|  |  |
| --- | --- |
| **Course Component** | **% of Final Course Grade** |
| Attendance and Participation | 5% |
| Reflective Essay | 5% |
| Mid-term Exam | 30% |
| Consulting Project Report | 15% |
| Consulting Project Client Presentation | 10% |
| Consulting Project Interim Deliverables | 30% |
| Team Evaluation | 5% |
| **Total** | **100%** |

|  |  |
| --- | --- |
| **Percentage of Total Points** | **Earned Letter Grade** |
| 90%-100% | A |
| 80%-89% | B |
| 70%-79% | C |
| 60%-69% | D |
| 59% and below | F |

**COURSE COMPONENTS**

**ATTENDANCE AND PARTICIPATION**

It is critical that you regularly attend class and participate in a positive and constructive manner. The class is conducted in a seminar format. The instructor's evaluation of your class room participation and a reflective paper will account for 10% of your final grade. On-time attendance is extremely important in this class, and missing classes will impact your final grade.

**MID-TERM EXAM**

An individual take home mid-term exam will be due Friday March 9th at 5:00 pm and should be submitted to wayne.crawford@uta.edu. The essay test will require you to critically evaluate your project proposal and research design based on the concepts from the class.

**REFLECTIVE ESSAY**

At the conclusion of the class you will write a reflective essay about your experience in the class. Essays will be 3-5 pages double spaced and give an assessment of what you have learned about yourself and the organizational consulting process over the course of your project. In addition to an overall impression of the class experience please indicate what you did well, where you need to improve, what you learned about working in teams, and what you learned about organizational consulting. Has this experience made you more or less interested in doing organizational consulting in the future?

**CONSULTING PROJECT**

Each student will create, become involved in, and be responsible for a research-consulting project. While the student is introduced to conducting research and consulting during the first part of the class, there will be significant involvement and learning through the research-consulting project itself. The scope of the projects will be determined by the student(s) within the first few weeks of the course. **Students will work in groups to accomplish the project and each student in the group will receive the same grade for the project.** The ideal size of the group is five or six people.

## The project will allow each student to obtain some degree of hands-on experience in the many stages of the consulting-research process. This includes reading and evaluating research and practitioner articles, designing survey instruments and data gathering procedures, collecting data, preparing data for analysis, using software for analyzing data, collaborating with a client to resolve a problem, writing effective reports that summarize and interpret findings, and giving a convincing, engaging oral presentation that details the research project. Some ground rules:

1. Your team is responsible for managing your client and developing a consulting project.
2. You are not to be compensated for this consulting project in any way (other than your grade). If you incur unusual expenses that your client wishes to reimburse you for, you must have my prior written authorization.
3. As this is a management course your project should address a management problem. You should not be addressing other types of issues such as marketing, accounting or finance unless they are a subset of the primary management problem.
4. Project teams will provide regular project status reports. Please keep me informed of your progress as you begin working with your prospective clients and developing the statement of work. We can avoid a lot of problems later on by having dialogue up front.
5. It is expected that you will be gathering data and analyzing it as you progress through the consulting project. You will be expected to use sound and ethical methods of data gathering and analysis.
6. Team self-management is a challenging task. Although I do not expect to be involved in the day to day challenges, I do expect you to let me know if any major problems arise within your group. Keep in mind that you will each evaluate the other members of your group. This evaluation plays a key part of your final grade.

**CONSULTING PROJECT CLIENT PRESENTATION**

You will also give a presentation to the rest of the class describing your project. Please plan on taking about 30 minutes to go over the pertinent aspects of your project. The class should walk away with an understanding of what the problem was, what you did to study it, and what your ultimate solution was. **You will also deliver the same presentation at the client site to your primary client at a time that best fits their schedule.**

**CONSULTING PROJECT REPORT**

Your report on your consulting project will be a detailed explanation of the process and the results of your work. This report will focus on an examination of the problem, the research that was conducted, your findings, and your recommended solution. Please note that I am not expecting you to actually implement your recommendations. If you develop more than one solution or recommendation, please select the one that you believe is the best.

The format of the report will be similar to the examples that I provided to you. The cover of the report should be a business letter to me, with a brief synopsis of what your group did. This should be followed by an executive summary, a detailed explanation of the consulting project and your findings, a fully referenced literature review, and an appendix containing any exhibits that you wish to include (copies of instruments, data analysis detail, etc.).

Your report will be evaluated based on: the thoroughness of your observations and your ability to relate them to the research you have conducted and the solution you have developed, the degree to which you demonstrate a grasp of the course material, your ability to communicate your points in written format, and the overall quality of the paper (spelling, grammar, sentence structure, etc.) as well as adherence to these guidelines. The paper should be of sufficient length to allow you to accomplish the above requirements.

**CONSULTING PROJECT INTERIM DELIVERABLES**

There will be several interim deadlines throughout the semester as your consulting engagement progresses. The first of these will be a preliminary project proposal and statement of work developed after your initial client meetings. These will follow templates that I will provide and outline the research questions to be addressed, the data and materials needed for the research, and a timeline for completing the projects. The second will be a final project proposal and statement of work agreed to by the client. The third is a literature review / benchmarking report that provides the background for the particular issue(s) that you are working on. For literature references, you should concentrate on management journals such as The Academy of Management Journal, The Academy of Management Review, The Academy of Management Executive, Harvard Business Review, Organizational Dynamics, etc., whenever possible. You may use some more “popular press” references but these should in no way be the predominant ones. The fourth are the data collection instruments including survey, interview protocols, or data plans you will use. The fifth is a report template and set of “ghost charts” that you will use for your final feedback report. Examples of each deliverable will be provided on Blackboard.

**Drop Policy:** Students may drop or swap (adding and dropping a class concurrently) classes through self-service in MyMav from the beginning of the registration period through the late registration period. After the late registration period, students must see their academic advisor to drop a class or withdraw. Undeclared students must see an advisor in the University Advising Center. Drops can continue through a point two-thirds of the way through the term or session. It is the student's responsibility to officially withdraw if they do not plan to attend after registering. **Students will not be automatically dropped for non-attendance**. Repayment of certain types of financial aid administered through the University may be required as the result of dropping classes or withdrawing. For more information, contact the Office of Financial Aid and Scholarships (<http://wweb.uta.edu/aao/fao/>).

**Disability Accommodations:** UTArlington is on record as being committed to both the spirit and letter of all federal equal opportunity legislation, including *The Americans with Disabilities Act (ADA), The Americans with Disabilities Amendments Act (ADAAA),* and *Section 504 of the Rehabilitation Act.* All instructors at UT Arlington are required by law to provide “reasonable accommodations” to students with disabilities, so as not to discriminate on the basis of disability. Students are responsible for providing the instructor with official notification in the form of **a letter certified** by the Office for Students with Disabilities (OSD).Only those students who have officially documented a need for an accommodation will have their request honored. Students experiencing a range of conditions (Physical, Learning, Chronic Health, Mental Health, and Sensory) that may cause diminished academic performance or other barriers to learning may seek services and/or accommodations by contacting: **The Office for Students with Disabilities, (OSD)** [www.uta.edu/disability](http://www.uta.edu/disability) or calling 817-272-3364. Information regarding diagnostic criteria and policies for obtaining disability-based academic accommodations can be found at [www.uta.edu/disability](http://www.uta.edu/disability).

Counseling and Psychological Services (CAPS) [www.uta.edu/caps/](http://www.uta.edu/caps/) or calling 817-272-3671 is also available to all students to help increase their understanding of personal issues, address mental and behavioral health problems and make positive changes in their lives.

**Non-Discrimination Policy:** *The University of Texas at Arlington does not discriminate on the basis of race, color, national origin, religion, age, gender, sexual orientation, disabilities, genetic information, and/or veteran status in its educational programs or activities it operates. For more information, visit*[*uta.edu/eos*](http://www.uta.edu/hr/eos/index.php)*.*

**Title IX Policy:** The University of Texas at Arlington (“University”) is committed to maintaining a learning and working environment that is free from discrimination based on sex in accordance with Title IX of the Higher Education Amendments of 1972 (Title IX), which prohibits discrimination on the basis of sex in educational programs or activities; Title VII of the Civil Rights Act of 1964 (Title VII), which prohibits sex discrimination in employment; and the Campus Sexual Violence Elimination Act (SaVE Act). Sexual misconduct is a form of sex discrimination and will not be tolerated.*For information regarding Title IX, visit* [www.uta.edu/titleIX](http://www.uta.edu/titleIX) or contact Ms. Jean Hood, Vice President and Title IX Coordinator at (817) 272-7091 or [jmhood@uta.edu](file:///C%3A%5CUsers%5Channabas%5CAppData%5CLocal%5CMicrosoft%5CWindows%5CTemporary%20Internet%20Files%5CContent.Outlook%5C697W32M3%5Cjmhood%40uta.edu).

**Academic Integrity:** Students enrolled all UT Arlington courses are expected to adhere to the UT Arlington Honor Code:

*I pledge, on my honor, to uphold UT Arlington’s tradition of academic integrity, a tradition that values hard work and honest effort in the pursuit of academic excellence.*

*I promise that I will submit only work that I personally create or contribute to group collaborations, and I will appropriately reference any work from other sources. I will follow the highest standards of integrity and uphold the spirit of the Honor Code.*

UT Arlington faculty members may employ the Honor Code in their courses by having students acknowledge the honor code as part of an examination or requiring students to incorporate the honor code into any work submitted. Per UT System *Regents’ Rule* 50101, §2.2, suspected violations of university’s standards for academic integrity (including the Honor Code) will be referred to the Office of Student Conduct. Violators will be disciplined in accordance with University policy, which may result in the student’s suspension or expulsion from the University. Additional information is available at <https://www.uta.edu/conduct/>.

**Electronic Communication:** UT Arlington has adopted MavMail as its official means to communicate with students about important deadlines and events, as well as to transact university-related business regarding financial aid, tuition, grades, graduation, etc. All students are assigned a MavMail account and are responsible for checking the inbox regularly. There is no additional charge to students for using this account, which remains active even after graduation. Information about activating and using MavMail is available at <http://www.uta.edu/oit/cs/email/mavmail.php>.

**Campus Carry:** Effective August 1, 2016, the Campus Carry law (Senate Bill 11) allows those licensed individuals to carry a concealed handgun in buildings on public university campuses, except in locations the University establishes as prohibited. Under the new law, openly carrying handguns is not allowed on college campuses. For more information, visit <http://www.uta.edu/news/info/campus-carry/>

**Student Feedback Survey:** At the end of each term, students enrolled in face-to-face and online classes categorized as “lecture,” “seminar,” or “laboratory” are directed to complete an online Student Feedback Survey (SFS). Instructions on how to access the SFS for this course will be sent directly to each student through MavMail approximately 10 days before the end of the term. Each student’s feedback via the SFS database is aggregated with that of other students enrolled in the course. Students’ anonymity will be protected to the extent that the law allows. UT Arlington’s effort to solicit, gather, tabulate, and publish student feedback is required by state law and aggregate results are posted online. Data from SFS is also used for faculty and program evaluations. For more information, visit <http://www.uta.edu/sfs>.

**Final Review Week:** for semester-long courses**,** a period of five class days prior to the first day of final examinations in the long sessions shall be designated as Final Review Week. The purpose of this week is to allow students sufficient time to prepare for final examinations. During this week, there shall be no scheduled activities such as required field trips or performances; and no instructor shall assign any themes, research problems or exercises of similar scope that have a completion date during or following this week *unless specified in the class syllabus*. During Final Review Week, an instructor shall not give any examinations constituting 10% or more of the final grade, except makeup tests and laboratory examinations. In addition, no instructor shall give any portion of the final examination during Final Review Week. During this week, classes are held as scheduled. In addition, instructors are not required to limit content to topics that have been previously covered; they may introduce new concepts as appropriate.

**Emergency Exit Procedures:** Should we experience an emergency event that requires us to vacate the building, students should exit the room and move toward the nearest exit, which is located at the end of the hall, south end of the building, near the stairs. When exiting the building during an emergency, one should never take an elevator but should use the stairwells. Faculty members and instructional staff will assist students in selecting the safest route for evacuation and will make arrangements to assist individuals with disabilities.

**Student Support Services**:UT Arlington provides a variety of resources and programs designed to help students develop academic skills, deal with personal situations, and better understand concepts and information related to their courses. Resources include [tutoring](http://www.uta.edu/universitycollege/current/academic-support/learning-center/tutoring/index.php), [major-based learning centers](http://www.uta.edu/universitycollege/resources/college-based-clinics-labs.php), developmental education, [advising and mentoring](http://www.uta.edu/universitycollege/resources/advising.php), personal counseling, and [federally funded programs](http://www.uta.edu/universitycollege/current/academic-support/mcnair/index.php). For individualized referrals, students may visit the reception desk at University College (Ransom Hall), call the Maverick Resource Hotline at 817-272-6107, send a message to resources@uta.edu, or view the information at <http://www.uta.edu/universitycollege/resources/index.php>.

**University Tutorial & Supplemental Instruction** (Ransom Hall 205): UTSI offers a variety of academic support services for undergraduate students, including: 60 minute one-on-one [tutoring](http://www.uta.edu/universitycollege/current/academic-support/learning-center/tutoring/index.php) sessions, [Start Strong](http://www.uta.edu/universitycollege/current/academic-support/learning-center/tutoring/start-strong.php) Freshman tutoring program, and [Supplemental Instruction](http://www.uta.edu/universitycollege/current/academic-support/learning-center/si/index.php). Office hours are Monday-Friday 8:00am-5:00pm. For more information visit [www.uta.edu/utsi or call 817-272-2617](http://www.uta.edu/utsi%20or%20call%20817-272-2617).

**Emergency Phone Numbers**: In case of an on-campus emergency, call the UT Arlington Police Department at **817-272-3003** (non-campus phone), **2-3003** (campus phone). You may also dial 911. Non-emergency number 817-272-3381

**TENTATIVE COURSE SCHEDULE**

Note: NOE ET AL. = The Noe, Hollenbeck, Gerhart, & Wright textbook displayed on page 1.

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| --- | --- | --- | --- |
| **Class #** | **Date** | **Topic** | **Assigned Readings, Homework, and Activities** |
| 1 | 1/22 | Course Introduction | * Course Introduction
 |
| 2 | 1/29 | Introduction to Consulting & Team Building | * The Role of the Consultant
* Developing and Engagement Team
* Ethics in Consulting
* Read: Block Chs. 1-3 & 18; Knaflic Chs. 1-2
 |
| 3 | 2/5 | Contracting Overview | * The Contracting Meeting
* Statement of Work
* Read: Block Chs. 4-7; Knaflic Chs. 3-4; BB - Consulting for George Lancia
* BB - Stroh & Johnson “Formalizing the Agreement: Proposals and Contracts”
* **Team charter due**
* **As a team develop a proposal for George as if you were Cam in PPT format. Use the format outlined by Block.**
* **Each group will present your team charter and proposal for George Lancia**
 |
| 4 | 2/12 | Group Consultations | * Sign-up in advance for 30 minute meetings w/ each group.
* **Initial Project Proposals due**
* **Statement of Work due**
 |
| 5 | 2/19 | Introduction to Research Design | * Developing Research Hypotheses
* Principles of Research
* Read: BB - ; BB - Cooper & Schindler “Thinking Like a Researcher”; BB - Pehhazer & Schmelkin “Research Design”
* **Final Project Proposals due**
* **Statement of Work due**
 |
| 6 | 2/26 | Understanding Resistance | * Diagnosing Resistance
* Dealing with Resistance
* Read: Block Chs. 8-9; Knaflic Chs. 5-6
* **Literature Review, White Paper, & Benchmarking Report due**
 |
| 7 | 3/5 | Group Consultations | * Sign-up in advance for 45 minute meetings w/ each group.
* **Midterm exam due Friday March 9th at 5:00pm**
 |
| 3/12 | NO CLASS: SPRING BREAK |
| 8 | 3/19 | Data Collection | * Surveys and Interviews
* Secondary Data Collection
* Read: Block Chs. 10-12; Knaflic Chs. 7-8; BB – Stroh & Johnson “Interviewing”
 |
| 9 | 3/26 | Group Consultations | * Sign-up in advance for 45 minute meetings w/ each group.
 |
| 10 | 4/2 | Discovery & Feedback | * Preparing and Managing Feedback
* Implementation and Engagement.
* Read: Block Chs. 13-17; Knaflic Chs. 9-10; BB – DeWine “Reporting Results to Management”
 |
| 11 | 4/9 | Group Consultations | * Sign-up in advance for 45 minute meetings w/ each group.
* **Report Template and “Ghost Charts” Due**
 |
| 12 | 4/16 | Group Consultations | * Sign-up in advance for 45 minute meetings w/ each group.
 |
| 13 | 4/23 | Project Presentations | * **Project Presentations Due**
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| 14 | 4/30 | Project Presentations | * **Project Presentations Due**
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| 15 | 5/7 | Project Presentations (Fall Back Date) | * **Final Project Reports Due**
* **Reflective Essay Due**
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**As the instructor for this course, I reserve the right to adjust this schedule in any way that serves the educational needs of the students enrolled in this course.**

SPRING 2017 Academic Calendar



**RESOURCES FOR STUDENTS**

**LIBRARY** [**library.uta.edu**](http://library.uta.edu/)

**Research or General Library Help**

Academic Plaza Consultation Services [library.uta.edu/academic-plaza](http://library.uta.edu/academic-plaza)

Ask Us [ask.uta.edu/](http://ask.uta.edu/)

Library Tutorials [library.uta.edu/how-to](http://library.uta.edu/how-to)

Subject and Course Research Guides [libguides.uta.edu](http://libguides.uta.edu/)

Librarians by Subject [library.uta.edu/subject-librarians](http://library.uta.edu/subject-librarians)

Research Coaches <http://libguides.uta.edu/researchcoach>

**Resources**

A to Z List of Library Databases [libguides.uta.edu/az.php](http://libguides.uta.edu/az.php)

Course Reserves [pulse.uta.edu/vwebv/enterCourseReserve.do](http://pulse.uta.edu/vwebv/enterCourseReserve.do)

FabLab [fablab.uta.edu/](http://fablab.uta.edu/)

Scholarly Communications (info about digital humanities, data management, data visualization, copyright, open educational resources, open access publishing, and more) <http://library.uta.edu/scholcomm>

Special Collections [library.uta.edu/special-collections](http://library.uta.edu/special-collections)

Study Room Reservations [openroom.uta.edu/](http://openroom.uta.edu/)

Environmental Health & Safety (<http://www.uta.edu/ehsafety>)